

Leveraging Diversity

Definition:

Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Core Behaviors as Practiced in TSA

- a) Builds staff with people who have different and complementary knowledge, experience and capabilities needed to effectively implement TSA mission at airport
- b) Treats all employees with respect, fairness, and consistency (e.g., listens to and respects others' views and ideas)
- c) Creates a work environment/culture that appreciates and values people of different backgrounds, experiences, and cultures
- d) Ensures that screening personnel and procedures exhibit understanding and sensitivity to other cultural practices and beliefs in the way that they screen passengers from those cultures
- e) Recognizes and taps the abilities of diverse individuals and groups to achieve organizational goals
- f) Recruits and hires diverse staff that reflects the diversity of the local community
- g) Leverages different employees experience and expertise by having them develop/deliver training in that expertise to other employees
- h) Participates in diversity meetings/forums with people from different cultures to understand their customs and concerns and how they impact security procedures

Online Learning Center Courses

- Cross-Cultural Business Communication: Understanding Cultural Differences (TSA-COMM-UNDCULTDIFF-0001)
- Diversity: What Employees Should Know (TSA-HR-DIVERSEMP-0001)

Other Development Activities

- Participate in organization-wide activities that support the attraction, retention, and development of a diverse workforce.
- In discussions with your peers and subordinates, promote differences as being assets, not liabilities.

Leveraging Diversity (cont'd)

Other Development Activities (cont'd)

- Make an effort to interact with people who are different from you. Learn about their backgrounds, perspectives, and cultures.
- Initiate a process of identifying specific experiences, skills, expertise and interests of employees that could be utilized to address key issues or needs in the organization. Then plan how to leverage them.
- Volunteer to be a coach or mentor for someone whose ethnic background is different from yours.
- Analyze your own values, beliefs, and actions. Make sure that you demonstrate respect for diversity in your language and actions.

Websites

Building and Maintaining a Diverse High-Quality Workforce

This online guide is designed to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

<http://www.opm.gov/Diversity/guide.htm>

Ethnicity and Cultural Resources

This site lists resources for understanding various ethnic groups and cultures.

<http://www.crh.noaa.gov/diversity/eandc.htm>

Coaching Suggestions

- Recommend that your screening managers and supervisors have discussions with their team members to identify how to screen passengers from different cultures in ways that are sensitive to, and respectful of, their cultural practices and beliefs.
- Assign lower level managers and supervisors within your organization the task of getting to know their employees' skills, expertise, experience and interests to identify how to leverage them in ways that fit within TSA needs.
- Recommend that lower level managers organize informal meetings in which the members of their work group/team can get to know more about the backgrounds, interests and capabilities of their fellow team members so that they can take them into consideration in the ways they work together and interact with each other.

Oral Communication

Definition:

Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Core Behaviors as Practiced in TSA

- a) Communicates information concisely and clearly
- b) Maintains frequent contact with senior management to keep them informed about important or controversial cases and situations
- c) Exhibits awareness of the impact of own words, actions or decisions on others
- d) Listens carefully and asks questions to understand the ideas, issues and concerns of others, and their root causes
- e) Delivers difficult or sensitive information openly, honestly and with empathy
- f) Explains complex concepts (e.g., schedules, policies, and procedures) clearly and at an appropriate level of detail
- g) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- h) Communicates articulately as a public spokesperson for TSA in local community (e.g., with media, on TV, with community groups)

Online Learning Center Courses

- Communicating With Difficult People: Working With Difficult People (TSA-COMM-DFCLTPEOP-0001)
- Effective Presentations: Planning a Presentation (TSA-COMM-PLANPRESENT-0001)
- Effective Presentations: The Presentation Process (TSA-COMM-PRESENTPROC-0001)
- Executive Level Leadership: Leadership and Communication (TSA-LEAD-LEADCOMM-0001)
- Interpersonal Communication: Listening Skills (TSA-COMM-LISTEN-0001)
- Listening Skills: The Fundamentals of Listening (TSA-COMM-LISTENFUND-0001)
- Organizational Communication: The Fundamentals (TSA-COMM-ORGCOMMFUND-0001)

Oral Communication (cont'd)

Other Development Activities

- Be a spokesperson for your organization to stakeholders and/or the public.
- Establish a routine of visiting and talking with people at all levels of your organization. Try informal walk-about, visits/lunch in the break room, monthly breakfast meetings in different locations, or “town meetings” for employees.
- Observe and learn from the speeches and presentations made by your organization's leaders or experienced peers.
- Observe effective presenters in your organization, in public forums, and on television. Analyze the practices and behaviors that make them effective and identify how to incorporate them into your own presentations.
- Practice your oral communication skills by volunteering to speak in front of groups. Opportunities in your community can be good practice. Join a public speaking club such as Toastmasters.
- When preparing for significant speeches and presentations, take time to practice your delivery beforehand, preferably in front of another person(s) who can provide feedback. If possible, practice before a video camera and ask for someone to view it with you and give you feedback. Create an outline which includes your overall goal and the key points you wish to get across.

Articles

Seven Ways to Better Communicate in Today's Diverse Workplace

Kim Ribbink, Harvard Management Communication Letter, November, 2002. HMCL 0211C

Immigrants have always been an important part of the U.S. workforce; they bring with them a wealth of knowledge and expertise that are invaluable. The challenge is to prevent miscommunication problems from occurring between managers and this very diverse group of employees. This article will show you seven steps to take to meet this challenge.

Books

Communicate With Confidence!

Dianna Booher, McGraw-Hill, July, 1994. ISBN: 007006606X

In this book you will find a compilation of 1,042 tips, all with explanations, directed toward better governance with words, both written and oral. Language of all kinds, from appropriate body language to the effective use of silence is included in the 23 sections of this book, ranging from small talk and gender communications to the best ways to criticize, apologize, and negotiate.

Oral Communication (cont'd)

Books (cont'd)

Communicating at Work: Principles and Practices for Business and the Professions (7th Edition)

Ronald B. Adler and Jeanne Marquardt Elmhurst, McGraw-Hill, September, 1998. ISBN: 0073034339

This book takes a pragmatic approach that features a strong multicultural focus, a heavy emphasis on effective presentations, and a pedagogical program that is designed to encourage group activities and skill building. That, plus clear writing and effective use of tables, make the text an excellent teaching tool.

Crosstalk: Communicating in a Multicultural Workplace

Sherron B. Kenton, Deborah Valentine (Contributor), Prentice Hall Press, September, 1996. ISBN: 0135776287

This book helps define the different aspects of communication as viewed from the perspectives of different ethnic groups such as the European, African, Asian and Latin employees.

Simply Speaking: How to Communicate Your Ideas With Style, Substance, and Clarity

Peggy Noonan, Harper Collins, 1998. ISBN: 788167758

In her book, Noonan offers clear and simple advice on how to communicate effectively with others. She provides lessons she has learned, as well as examples from famous speakers like Lincoln, Churchill, Reagan and more.

Coaching Suggestions

- Ask staff members to assess the effectiveness of oral communication methods that they and others in their work group use (e.g., voice mail, E-mail, speeches, ad hoc conversations). Have them identify changes that will improve the overall impact of communication within their group.
- Ask staff members to discuss with their team the situations in which communication gaps may occur and the potential problems which they may create. Have them focus on identifying what would help prevent or close these communication gaps. Encourage them to develop a set of communication principles or ground rules with their team to maximize the effectiveness of their communications with each other.
- Assign an employee the task of having to make a formal presentation. Coach the person during preparation and dry-run rehearsals of the presentation to ensure success. You can also debrief him/her after the presentation to discuss what went well and what needed improvement. Make sure you provide concrete feedback when addressing the content and delivery of the information.

Oral Communication (cont'd)

Coaching Suggestions (cont'd)

- Identify a colleague that you or others feel could use improvement in communications. Offer to watch that person conduct dry runs of presentations. Give them feedback on how they could clarify, simplify, or otherwise communicate their messages more effectively. Also, review drafts of written reports, documents, etc. Encourage them to both use your suggestions and try to find their own style.

Partnering

Definition:

Develops networks, and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Core Behaviors as Practiced in TSA

- a) Creates an environment that encourages open communication and joint problem-solving among different stakeholder groups
- b) Actively “sells” stakeholders on the need to work together to effectively address airport security in ways that are mutually beneficial
- c) Mobilizes relevant stakeholders to collaborate on the development of win-win solutions to challenging security and/or customer issues/problems
- d) Builds a network of relationships with counterparts in other airports to maximize information and resource sharing opportunities
- e) Shares resources (e.g., key personnel) and information (e.g., best practices) with other airports and functions to accomplish TSA goals

Other Development Activities

- Become an active participant in a taskforce, committee or cross-functional team in your organization or region.
- Lead a process improvement meeting involving several interrelated functional areas.
- Participate in or lead problem-solving teams that involve key stakeholders and focus on addressing important security issues/problems at the airport.
- Volunteer for national task forces and special projects that involve working with people from other airports and TSA Headquarters.
- Organize an information-sharing event to share best practices with a peer group.
- Develop and/or participate in a working policy group to help generate ideas for policies and procedures for national or local TSA.
- Develop relationships with stakeholders, such as airline and airport representatives. Doing this will help you to understand their roles and responsibilities. Be sure to communicate with these stakeholders on a regular basis either informally or formally. For example, attend scheduled meetings with airline and airport representatives.

Partnering (cont'd)

Books

40 Tools for Cross-Functional Teams: Building Synergy for Breakthrough Creativity

Walter J. Michalski and Dana G. King, Productivity Press, Inc., July, 1998. ISBN: 1563271982

Forty training and development tools, arranged in eight process stages which cover initiating cross-functional teams, developing synergy and consensus, creatively solving problems, and recognizing and rewarding teams. The author describes the functions and methods for implementation of each tool, along with an illustration. Lots of illustrations and charts. A solid team-building resource.

How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions, 3rd Edition

David Straus, Berrett-Koehler Publishers, September, 2002. ISBN: 1576751287

Collaboration is an everyday practice that many people find to be a frustrating, even exhausting, experience. The book provides a remedy: five principles of collaboration that have been tested and refined in organizations throughout the world. The author shows that these methods can help any group make better decisions and function more effectively.

The Basics of Cross-Functional Teams

Henry J. Lindborg, Productivity Press, Inc., October, 1997. ISBN: 0527763322

This book provides guidance on what it takes to build effective teams that cross departmental and functional boundaries in any organization. It offers advice on management's responsibilities in team formation as well as pointers on how good teams get started, understand organizational values, make decisions, and manage projects.

Coaching Suggestions

- Ask the staff member to identify the other work groups that they interact with and how they could improve the effectiveness of their interactions. Have them pick one work group to meet with for the express purpose of analyzing the purpose and process of their interactions and communications and to identify ways that they could improve or leverage their interactions with each other to better serve the TSA organization and mission.
- Ask key staff to build networks and relationships with their counterparts in other airports in order to share information about issues, challenges and best practices.
- Encourage or assign staff to participate in cross-functional, area-wide or TSA-wide task forces and special project teams.

Political Savvy

Definition:

Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.

Core Behaviors as Practiced in TSA

- a) Builds relationships with key political players at local, state and congressional level and keeps them informed of TSA accomplishments, initiatives and needs
- b) Coordinates with TSA Headquarters to identify and address issues with media in ways that clarify TSA procedures and accomplishments and minimize negative press
- c) Identifies when important legislators are traveling through airport and makes effort to meet with them to provide brief updates on TSA issues and accomplishments
- d) Avoids getting enmeshed in political issues that will reflect unfavorably on TSA

Other Development Activities

- Volunteer for temporary duty positions or assignments at TSA Headquarters to learn about Headquarters' organizations, people and processes.
- Minimize the politics in specific situations. Try to de-politicize issues rather than add to the existing politics. Set the standard in your organization for working through difficult issues in as straightforward a manner as possible. Invite stakeholders into the decision-making process. Clarify criteria and decision rules. Don't throw your weight around.
- Identify those people who are key to your success and develop strategies that are designed to enlist their support. Don't wait until you need buy-in on a project to build relationships with key stakeholders. Work to build agreement with these people at the conceptual phase of a project. They'll appreciate the heads up and will be more inclined to assist you during the scope of the project.
- Make a list of people who depend on information you generate on a daily basis (e.g., other teams, functional areas, organizations and customers). Informally survey key stakeholders to identify whether the content and timeliness of the information is up to their expectations. If not, revise the format and establish a process to ensure that critical information gets out to them on a more timely basis.
- Conduct a stakeholder analysis of both internal and external stakeholders. Identify who the stakeholders are and analyze what their key interests, concerns and goods are. For specific initiatives or projects, anticipate what their reactions will be and what their "hot buttons" are. Identify who you need to involve or communicate with on specific issues.

Political Savvy (cont'd)

Articles

Avoiding PR Disasters

Steve Gosset. Harvard Management Communication Letter, May 2001. HMCL 0105D

Companies that try to figure out how to respond to a media relations crisis after it's occurred will find themselves playing catch-up long after everyone stops caring. With some careful planning and preparation, it doesn't have to be that way. Don't let crises take you by surprise--prepare your company by having a crisis plan in place.

Managing Crises Before They Happen (Book Summary)

Ian I. Mitroff and Gus Anagnos, Harvard Business Review, February 1, 2001. HBR SV2305

The author states that with the right crisis management tools--and attitudes--in place, a company can ensure that it can either anticipate crises or effectively manage them once they occur. The authors present a crisis management framework that includes five components: types or risk categories of crises, mechanisms, systems, stakeholders, and scenarios. They also offer straightforward advice on crisis management.

Books

Managing With Power: Politics and Influence in Organizations

Jeffrey Pfeffer, Harvard Business School Press, February 1994. ISBN: 0875844405

An in-depth look at the role of power and influence in organizations. The author shows the necessity of power in mobilizing political support and resources to get things done in any organization, and he looks at the personal attributes and structural factors that help managers advance organizational goals and achieve individual success.

The Secret Handshake : Mastering the Politics of the Business Inner Circle

Kathleen Kelly Reardon Ph.D., December, 2000. ISBN: 0385495277

Topics covered by the author include knowing your political style and when to change it, forming relationships the politically savvy way, the art of conversational politics, creating positional power, and managing conflict and cultivating influence.

Coaching Suggestions

- Have staff conduct stakeholder analyses for their own organizations to make sure they are covering their political bases effectively. Review their analysis with them and ask questions or provide feedback to expand their thinking about who their stakeholders are and what's important to them.

Problem Solving

Definition:

Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Core Behaviors as Practiced in TSA

- a) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies or procedures
- b) Involves stakeholders in process of identifying and solving problems that impact them
- c) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems
- d) Assigns ownership for solving problems to TSA individuals and teams
- e) Exhibits a “can-do” attitude in response to addressing problems and challenging situations
- f) Surveys TSA front-line employees to identify problems that need to be solved or processes that need to be improved
- g) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed
- h) Leverages TSA employees in creative ways to develop or implement solutions to security or administrative issues/problems

Online Learning Center Courses

- Decision Making & Problem Solving: Decision Making Fundamentals (TSA-GEN-DECISIONMKG-0001)
- Decision Making & Problem Solving: Problem Solving Fundamentals (TSA-GEN-PROBSOLV-0001)
- Strategic Decision Making: Making the Right Decision (TSA-GEN-RIGHTDECSN-0001)
- Strategic Decision Making: Preparing to Make Decisions (TSA-GEN-PREPDECSN-0001)

Other Development Activities

- Head up a team of people to tackle and resolve a longstanding problem or issue in the organization.
- Offer to conduct the research and data gathering needed to understand and develop possible solutions to a problem affecting your work group.
- Volunteer to work on a taskforce to identify and resolve a longstanding problem or issue at work.

Problem Solving (cont'd)

Articles

The Hidden Traps in Decision Making

John S. Hammond, Ralph L. Keeney, and Howard Raiffa, Harvard Business Review OnPoint, November, 2000. HBR 5408

The human mind is prone to distortions and biases that can undermine even the most well-thought-out decision-making process. The authors examine eight psychological traps that are particularly likely to affect the way we make business decisions, including: the anchoring trap, which leads us to give disproportionate weight to the first information we receive; the confirming-evidence trap, which leads us to seek out information supporting an existing predilection and to discount opposing information; and the framing trap occurs when we misstate a problem, undermining the entire decision-making process.

Books

Breakthrough Thinking: The Seven Principles of Creative Problem Solving

Gernald Nadler and Shozo Hibino, Prima Publishing, September, 1998. ISBN: 0761506489

In this book, you will learn the seven steps consistently used by those who solve problems most creatively. By taking an analytical approach, the authors discovered that there is a specific method used to successfully make decisions that is both teachable and duplicable.

The Problem Solving Journey: Your Guide for Making Decisions and Getting Results

Christopher W. Hoenig, Perseus Publishing, November, 2000. ISBN: 0738202800

This book offers a guide to the adventure of problem solving, with practical insights from the worlds of business, government, science, medicine, law, and the arts featuring examples of successful problem solvers such as Colin Powell and Lou Gerstner, and from leading organizations as diverse as VISA, the Orpheus Chamber Orchestra, and NASA.

Why Didn't I Think of That?: Think the Unthinkable and Achieve Creative Greatness

Charles W. McCoy, Prentice Hall Press, January, 2002. ISBN: 0735202575

This book breaks down the complex process of creative problem-solving and decision-making into simple steps anyone can follow, and it illustrates those steps with the stories of history's best minds at work.

Problem Solving (cont'd)

Coaching Suggestions

- Ask staff members to develop a systematic approach to analyzing and solving problems that they have to deal with in their jobs. Review their systematic approach and make suggestions on what they could add to improve the approach (e.g., anticipate impact or consequences, identify contingency plans).
- Ask the person to identify key issues in a complex assignment or situation prior to proceeding. Suggest he/she talk with those close to the situation or decision makers to get a better understanding and then critique plans he/she is developing.
- When presented with a person's recommendation or discussion ask him/her to walk you through the thinking behind it. Look for patterns in data, and comparisons of options. If the analysis is too simplistic, suggest additional analysis prior to providing your approval.
- Assign staff the responsibility for solving challenging operational problems. Have them mobilize key staff and/or stakeholders who are impacted by or have perspectives/skills needed to solve the problem.
- Assign staff temporarily to situations that require skillful problem-solving under time pressure.

Resilience

Definition:

Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Core Behaviors as Practiced in TSA

- a) Multi-tasks effectively by juggling many important activities, relationships, issues and initiatives without losing focus
- b) Bounces back quickly and responds constructively to reversals and setbacks (e.g., identifies lessons learned, looks ahead to other issues and opportunities)
- c) Maintains a positive attitude in the face of continual changes and does not become frustrated or impatient
- d) Maintains a healthy balance between work and personal life in ways that optimize personal effectiveness on the job

Online Learning Center Courses

- Stress Management: Fundamentals for Employees (TSA-LEAD-EMPSTRESS-0001)
- Stress Management: Fundamentals for Managers (TSA-LEAD-MGRSTRESS-0001)

Other Development Activities

- Plan systematic debriefs of situations which do not go the way you planned or expected. Involve relevant players and stakeholders to discuss what happened, what worked, what didn't work and what can be learned for the future.
- Set aside time each day and each week for activities which alleviate stress.
- Identify three ways in which you can include some form of relaxation in your day.
- Practice looking at changes by first analyzing the benefits of the change and then addressing what needs to be done to implement the change.

Resilience (cont'd)

Articles

The Quest for Resilience

Gary Hamel and Liisa Valikangas, Harvard Business Review, September 1, 2003. HBR 0309C

Continued success no longer hinges on momentum. Rather, it rides on resilience--on the ability to dynamically reinvent business models and strategies as circumstances change. Strategic resilience is not about responding to a onetime crisis or rebounding from a setback. It's about continually anticipating and adjusting to trends that can permanently impair the overall success of the organization.

How Resilience Works

Diane L. Coutu, Harvard Business Review, May 1, 2002. HBR 0205B

In the business arena, resilience has found its way onto the list of qualities sought in employees. As one of the author's interviewees puts it, "More than education, more than experience, more than training, a person's level of resilience will determine who succeeds and who fails." Learn about how three fundamental characteristics seem to set resilient people and companies apart from others.

Books

Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others

Richard Carlson, Hyperion, 1998. ISBN: 786883367

The author shows readers how to interact more peaceably and joyfully with colleagues, clients, and bosses and reveals tips to minimize stress and bring out the best in themselves and others.

Getting Things Done: The Art of Stress-Free Productivity

David Allen, Penguin USA, 2003. ISBN: 0142000280

This book offers a crash course in basic time management and personal organization. The message is concise: Organize yourself to free your mind for greater pursuits. It's a quick glimpse at setting goals, clearing clutter, and staying focused.

Resilience (cont'd)

Books (cont'd)

Minimize Stress, Maximize Success: Effective Strategies for Realizing Your Goals

Clare Harris, Chronicle Books, April 2003. ISBN: 0811836460

This book shows executives how to address the sources of stress—whether they're external, such as unrealistic deadlines or poor organization, or internal, such as not being able to leave work behind or rely on others. It offers individuals a wealth of solutions and constructive exercises. Readers learn how to: Think more effectively and creatively; Build energy and resilience; Put stress in perspective; Let go and delegate. They learn to minimize stress—and maximize success.

The Power of Resilience: Achieving Balance, Confidence, and Personal Strength in Your Life

Robert B. Brooks and Sam Goldstein, McGraw-Hill/Contemporary Books, September, 2003. ISBN: 0071391045

The authors emphasize taking responsibility for one's actions and their impact on others. Read about setting realistic short- and long-term goals. The book offers a number of useful strategies to put into practice and an appendix of worksheets that address the concepts covered in each of the chapters.

Coaching Suggestions

- Assign people to “pressure cooker” situations temporarily and then debrief them on how to handle them more efficiently.
- Ask staff to establish systematic debriefing processes for dealing with problematic situations and setbacks. Encourage them to use the debriefs to reduce the negative impact of those situations and to capture learning for the future.
- Ask staff to identify things that help them recover from stress at work and encourage them to build those things into their daily routine.

Service Motivation

Definition:

Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions.

Core Behaviors as Practiced in TSA

- a) Demonstrates strong personal commitment/dedication to providing high quality airport security and efficient customer service for airlines and passengers
- b) Listens carefully and responds objectively to issues and complaints from passengers and stakeholders
- c) Approaches FSD job as “working for screeners” and spends substantial time talking to them, listening to them and addressing their issues and concerns so that they can focus on providing exceptional public service
- d) Motivates screeners every day to provide exceptional customer service in ways that lead the public to experience TSA as a trusted friend

Other Development Activities

- Spend time talking with small groups of screening employees to discuss how they feel about the jobs they are doing. Discuss what they see as the mission of the organization and how their job contributes to it. Discuss the value and importance of the public service that TSA and they are providing.
- Spend time talking with screening employees to understand the issues and concerns that may be interfering with or detracting from their ability to provide exceptional customer service. Ask them what you can do to enable them to focus on providing better public service.
- Visit airports known for their service orientation and practices.
- Organize efforts to plan and implement practices that will enhance the “service quality” of TSA’s operations at your airport.
- At key points during projects, hold “process-check” meetings with your team and/or customers to review what is going well and where there might be opportunities for improvement or a need to modify the plan. React quickly to any immediate problems they are experiencing. Ask how you can provide better service throughout the remainder of the project.
- Spend time talking to passengers to learn about their experience going through passenger or baggage screening.
- Spend time talking to airport and airline employees to learn how TSA operations impact them.

Service Motivation (cont'd)

Articles

Delivering Excellent Service: Lessons from the Best Firms

Robert Ford , Cherrill P. Heaton and Stephen W. Brown, Harvard Business Review, October 1, 2001. HBR CMR214

Delivering excellent service is a challenge for most organizations. Although many aspire to it, the evidence from customer satisfaction surveys indicates that too few firms are able to deliver service excellence. On the other hand, some organizations consistently deliver excellent service. This article reviews ten lessons these benchmark service organizations have learned and shows how these organizations use them to meet and exceed the ever-rising expectations of their customers.

Books

Servant Leadership : A Journey into the Nature of Legitimate Power and Greatness

Robert K. Greenleaf, Paulist Press, November, 2002. ISBN: 809105543

This is a classic introduction to many of the key concepts of modern leadership, including teamwork, loyalty, and empowerment. Greenleaf teaches managers how to lead by serving the needs of all stakeholders.

The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

Coaching Knock Your Socks Off Service

Ron Zemke, Kristin Anderson, AMACOM, January 1997. ISBN: 0814479359

Workers need ongoing encouragement and assistance in order to upgrade their customer-service skills, maintain their daily motivation, and enhance their ability to react when new problems arise. This book offers solid suggestions for achieving first-rate customer service in any business environment through sustained coaching by management and employees themselves.

Service Motivation (cont'd)

Coaching Suggestions

- Have staff members spend some time in the role of the customer your organization serves (e.g., passenger, airport operations personnel, airline operations personnel, screening employees) so that they can understand the customer's perspective, issues and experience. Then have them identify process improvements that will address what they learn about the customers.
- Have staff visit counterparts in other airports who are known for having a high level of service orientation and innovative best practices.
- Challenge staff to identify specific ways to improve the level of service they deliver in their roles and in their functions.
- Challenge staff to identify ways to motivate screening workforce to provide high standards of service while screening passengers and baggage.
- Establish recognition and reward programs for new/best service practices and accomplishments.

Strategic Thinking

Definition:

Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Core Behaviors as Practiced in TSA

- a) Anticipates potential opportunities and obstacles based on past experience, and develops contingency plans for addressing them
- b) Ensures that decisions/solutions address the immediate issue while also considering long-term implications
- c) Determines the resources or skills that will be needed in the future and takes steps to ensure they are available
- d) Focuses time and energy on anticipating and planning for the future versus “fighting fires”
- e) Considers the ways that future changes or developments may impact own organization and takes concrete steps to prepare for them
- f) Takes a process-oriented approach towards planning and preparing the organization to address current and future security issues and needs

Online Learning Center Courses

- Change Management: Managing Change
(TSA-GEN-CHGMGMT-0001)
- Executive Level Leadership: Change and the Executive Leader
(TSA-LEAD-CHGEXLEAD-0001)
- Organizational Crisis Management: Anticipating and Planning
(TSA-GEN-ANTCRISIS-0001)
- Strategic Decision Making: Advanced Decision Making
(TSA-GEN-ADVDECMKG-0001)
- Strategic Management: Analyzing Strategic Options
(TSA-LEAD-STRATOPTIONS-0001)
- Strategic Management: Developing a Successful Plan
(TSA-LEAD-STRATMGTPPLAN-0001)
- Strategic Management: Establishing Strategic Focus
(TSA-LEAD-STRATFOCUS-0001)

Strategic Thinking (cont'd)

Other Development Activities

- Develop your office or region's "battle readiness" by proactively addressing your coworkers' as well as your own skill and knowledge development needs.
- Find out about and attend industry meetings (e.g., aircraft owners, other stakeholders) to find out how others are approaching equivalent challenges and processes.
- Find out who your counterparts are in other agencies and establish ongoing relationships to share best practices and gain new ideas to apply within your organization.
- Include risk mitigation plans in progress reports.
- Participate in incident command system exercises.
- Participate on a committee to review and revise strategies for other areas of the organization.
- Participate in strategic initiatives (within the terminal/concourse, at the airport, or TSA-wide, as appropriate).
- Subscribe to weekly or monthly news services to keep current on the latest trends in the industry.
- Use critical event analysis to think through the implications of emerging issues for your organization.
- Work with project team to brainstorm different risk scenarios and factors, and develop mitigation plans for your greatest risk exposure

Books

Choosing the Future: The Power of Strategic Thinking

Stuart Wells, Butterworth-Heinemann, January, 1998. ISBN: 0750698764

This how-to book advances thinking skills and presents an approach to improve the quality of your strategic thinking. It shows readers how to discover their own ideas and strategic direction. Strategy requires an ability to conceive the future, see and create possibilities, and focus to choose a direction. Successful strategy is a mental discipline consisting of broad ranging, flexible, and creative thinking. This book will help you achieve this success by studying fundamentals such as effective group thinking, knowing when to delay a decision for more information, balancing contrasting modes of thought, and transforming thought into action.

Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life

Avinash K. Dixit, Barry Nalebuff (Contributor), W.W. Norton & Company, April, 1993. ISBN: 0393310353

Thinking Strategically is a crash course in outmaneuvering any rival. This guide builds on scores of case studies taken from business, sports, the movies, politics, and gambling. It outlines the basic good strategy making and then shows how you can apply them in any area of your life.

Strategic Thinking (cont'd)

Coaching Suggestions

- Arrange for staff members to participate in special projects or task forces that focus on anticipating and planning for future security threats/scenarios, organizational changes, or security process/system improvements.
- Ask a staff member to identify the ten most significant future trends, events, or emerging technologies within the industry. Have them develop a plan for gathering information on these advances and determining/addressing their implications for your organization. Ask them how they plan to prepare themselves for the changes.
- Ask staff members how key people inside and outside the workgroup will react to a planned change. Ask how those people's concerns have been considered or will be addressed. Make sure they have a plan for addressing them. Periodically ask people how they are dealing with or feeling about the change and give feedback to the staff member, if necessary.
- Ask staff members how they find out about upcoming opportunities or threats. If they have no network or process, recommend things to read, forums to attend, questions to ask. When reviewing their plans, ask what the long-term outlook is. Continue this process, making it clear that looking ahead is something they must do as part of the job.
- Ensure that staff members determine the consequences of their decisions by questioning them on how their decisions and actions have affected or will affect other parts of the organization. If they don't know, require them to find out.

Team Building

Definition:

Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

Core Behaviors as Practiced in TSA

- a) Delegates authority and responsibility to direct staff and empowers them to make decisions and take action within their areas of accountability
- b) Gives positive feedback to employees for doing good work and achieving results
- c) Provides employees with the tools, information and support they need to take action and make decisions
- d) Recognizes and rewards people for outstanding performance and/or achieving significant goals
- e) Fosters an environment where airline employees or other stakeholders treat TSA employees professionally and with respect
- f) Models, advocates and facilitates cooperation with other airports and functions in order to ensure successful implementation of TSA's security mission
- g) Stretches people's capabilities and performance by giving them challenging tasks/assignments
- h) Organizes and challenges teams to address specific operational or administrative issues and problems
- i) Provides direct, observation-based, constructive performance feedback on an on-going basis
- j) Gives staff room to learn from making mistakes that are not too big
- k) Elicits employee suggestions, implements them and recognizes employees for contributing them
- l) Accurately assesses what employees are capable of handling and gives them challenging assignments and responsibilities that stretch those capabilities
- m) Shares performance metrics with employees to show what a good job they are doing
- n) Asks questions to help others think through their own solutions to problems or situations
- o) Directly addresses problematic behavior in others and focuses on turning behavior around
- p) Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value
- q) Establishes or encourages friendly competition among/between checkpoints and terminals to motivate them to achieve high levels of performance

Team Building (cont'd)

Online Learning Center Courses

- Coaching: Applying the Coaching Process
(TSA-LEAD-APLYCOACH-0001)
- Coaching: Building Relationships
(TSA-LEAD-BLDREL-0001)
- Coaching: Communicating With Employees
(TSA-LEAD-EMPCOMM-0001)
- Leadership Development: Goal Setting
(TSA-LEAD-GOALSETTING-0001)
- Leadership Development: Leading the Way
(TSA-LEAD-LEADINGWAY-0001)
- Leadership Development: Motivation
(TSA-LEAD-MOTIVATION-0001)
- Women in Leadership: Becoming a Leader
(TSA-LEAD-WOMLEAD-0001)
- Women in Leadership: Leadership Roles and Styles
(TSA-LEAD-WOMROLESTYLE-0001)

Other Development Activities

- Choose a staff member whose performance you've noted to be strong and can handle extra responsibilities. Empower him/her by delegating a significant part if not all of a project.
- Create a log of team members' skills and abilities as well as their areas for development, and use it to assign project tasks and activities that leverage strengths and provide development opportunities.
- Identify a development opportunity you would have liked to have had when you were more junior, and recommend it as an opportunity to a staff member who could use the development.
- Identify a work group with whom your group does not work as well as you would like. Actively seek out ways to improve the working relationship between the two groups.
- Seek assignment as a mentor or development advisor to an interested employee.
- Share leadership responsibilities when appropriate. One method for doing this is to periodically set time aside to identify responsibilities you are personally handling that could potentially be handled by others. You can also identify tasks where mistakes are not costly, and delegate those.
- Take on an expanded role that necessitates delegation of some of your existing responsibilities to less experienced or less skilled person(s).

Team Building (cont'd)

Books

Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement (2nd edition)

Aubrey C. Daniels, McGraw-Hill, November, 2000. ISBN: B00005RYTD

A powerfully positive system for gaining maximum performance from every employee. Backed by performance management case studies at 3M, Xerox, ConAgra, and other major firms, this book gives managers the tools to permanently revitalize productivity.

Gung Ho! Turn On the People in Any Organization

Ken Blanchard, William Morrow, October, 1997. ISBN: 068815428X

This book is an invaluable management tool that outlines foolproof ways to increase productivity by fostering excellent morale in the workplace.

Intrinsic Motivation at Work: Building Energy and Commitment

Kenneth W. Thomas, Berrett-Koehler Publishers, January, 2003. ISBN: 1576752380

Kenneth W. Thomas presents a model for using intrinsic motivation in the workplace to assure a more committed, self-managed workforce. He advocates leading for meaningfulness, choice, competence, and progress. He emphasizes the need to use this approach to give employees the greater independence and decision-making authority they need.

Servant Leadership : A Journey into the Nature of Legitimate Power and Greatness

Robert K. Greenleaf, Paulist Press, November, 2002. ISBN: 809105543

This is a classic introduction to many of the key concepts of modern leadership, including teamwork, loyalty, and empowerment. Greenleaf teaches managers how to lead by serving the needs of all stakeholders.

The Complete Guide to Coaching at Work

Perry Zeus and Suzanne Skiffington, McGraw-Hill Professional Publishing, May, 2001. ISBN: 0074708422

This book provides a blueprint of successful coaching methods, models and tools, using case studies and an accessible format to make it easy to use and informative. It contains useful insights on how to permanently enhance personal and organizational effectiveness, performance and growth in the workplace.

Team Building (cont'd)

Books (cont'd)

The Basics of Cross-Functional Teams

Henry J. Lindborg, Productivity Press, Inc., October, 1997. ISBN: 0527763322

This book provides guidance on what it takes to build effective teams that cross departmental and functional boundaries in any organization. It offers advice on management's responsibilities in team formation as well as pointers on how good teams get started, understand organizational values, make decisions, and manage projects.

The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

Websites

7 Tips to Begin Earning Employees' Commitment, Initiative and Motivation

Joan Lloyd, Joan Lloyd at Work, October 10, 2001.

Most employees start a new job filled with cheerful optimism, and over time, some learn that their ideas aren't valued or they are better off just doing what they are told. This article offers day-to-day steps that will retain motivation and create a path to organizational commitment.

<http://www.joanlloyd.com/articles/open.asp?art=926.htm>

Coaching Suggestions

- Assign a staff member for a month the task of keeping track of the accomplishment of important goals, improvements or other noteworthy achievements by members of their work group. Challenge them to identify and provide rewards that are motivating, such as more decision-making authority, on-the-spot awards, etc. Any type of reward is effective if it draws attention to high performance and boosts the morale of the work group.
- Challenge employees to define high performance standards. Ask, "What are our criteria for doing best in class work on this project?" Help people see beyond the idea that solving a short-term problem or completing a project is the goal. Continue to evaluate standards and raise the bar. Work with members of your team to meet and exceed current levels of performance.

Team Building (cont'd)

Coaching Suggestions (cont'd)

- Encourage staff members' career growth by asking them about their career goals. When a desired opportunity arises, alert them. Provide advice and time to enable them to take it on.
- Engage your employees in your day-to-day issues, activities, decisions and goals to give them greater insight and visibility (e.g., delegated tasks, attend meetings).
- Help others recognize their impact by observing or asking how others react to their behavior. Talk informally with your staff member to ask how he/she thinks he/she is perceived. Make suggestions in areas where he/she is having a negative impact. Praise and encourage continuation of positive examples. Focus particularly on areas in which people's reactions differ from the person's self perception. Use examples to illustrate your points.
- Invite less experienced staff to lead or take ownership for key tasks, and provide guidance through the process.
- Publicly recognize employees who take the initiative to develop and recommend solutions when they discover a problem.
- Suggest that a staff member become a coach or mentor to someone in your team. Have them start by defining what they want to learn from their coaching/mentoring experience. Tell them to negotiate how they will support the mentoring relationship. It makes sense to set some regular time aside and be available on an as-needed basis. Recommend useful articles or books on coaching or mentoring to help them get ideas on how to approach the coaching/mentoring assignment.
- Suggest that others talk with members of highly effective teams. Have them ask how the team became so effective and what the team members did well or could do better/differently next time. Afterwards, ask what was learned and follow up to see if it is applied.

Technical Credibility

Definition:

Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission.

Core Behaviors as Practiced in TSA

- a) Actively develops knowledge and understanding of airport and airline operations in order to understand how they impact (and are impacted by) TSA security operations and procedures
- b) Demonstrates overall understanding of TSA organizational and administrative procedures
- c) Demonstrates thorough understanding of the TSA passenger and baggage screening procedures, systems and equipment

Other Development Activities

- Spend time with airport and airline operations people in order to get to know how their operations impact, and are impacted by, TSA security operations and procedures.
- Shadow persons holding key positions in TSA, airport operations or airline operations to learn their procedures equipment and the challenges they have in doing their work.
- Keep up to date on technical changes that are likely to affect your work processes and business objectives. Pay attention to foreseeable changes in technology and machinery. Investigate these changes through conversations with your organization's leaders and leaders in the industry. Be voracious in reading the business press and security journals.

Coaching Suggestions

- Assign staff to complete one or more online training courses. Talk with them beforehand on how to optimize this type of learning and debrief with them afterwards.
- Provide initially easy assignments for people to input into inspection documentation system and then move to progressively more challenging assignments.
- Work with the training department to administer online learning. Insist that your staff get hands-on experience using TSA's Online Learning Center.

Technology Management

Definition:

Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

Core Behaviors as Practiced in TSA

- a) Ensures that TSA employees are fully trained on new technology by the time it needs to be fully implemented
- b) Understands how technology contributes to TSA mission accomplishment
- c) Volunteers to be pilot test site for new technology systems developed by TSA
- d) Hires staff who have deep understanding of details of technology systems and delegates the details of implementing them effectively
- e) Gets personally involved in design of new screening systems (e.g., in-line baggage screening) in order to ensure that system is designed for maximum security and efficiency
- f) Personally learns what security and computer technology can do and how to leverage it to maximize effectiveness and efficiency of TSA operations
- g) Identifies and proposes new technology to improve the efficiency and effectiveness of transportation security and TSA operations

Online Learning Center Courses

- Introduction to PCs and Software
(TSA-IT-PCINTRO-0001)
- MS Access 2000 Fundamentals
(TSA-IT-ACCESS2000A-0001)
- MS Excel 2000 Fundamentals
(TSA-IT-EXCEL2000A-0001)
- MS Outlook 2002 Fundamentals
(TSA-IT-OUTLOOK2002A-0001)
- MS Word 2002 Fundamentals
(TSA-IT-WORD2002A-0001)

Other Development Activities

- When assessing opportunities for improvements in the work process, consider technology improvements as one of several possible means of improvement and evaluate the cost/benefit implications of each.

Technology Management (cont'd)

Other Development Activities (cont'd)

- If a new technology may impact your work significantly, consider a temporary assignment in a department applying the technology in order to obtain understanding of its potential benefits and impact.
- Volunteer your organization as a beta site for new equipment. Experiment with new technologies. Establish your unit as the magnet for change. The excitement of the environment will have the additional effect of enriching your employees' jobs.

Coaching Suggestions

- Enable staff to get temporary assignments to learn about new TSA technology so they can implement it at your airport and train others
- Challenge individual staff or teams to generate ideas for using existing or emerging TSA technology to enhance efficiency and effectiveness of screening systems and processes
- Send staff to other airports that are known for leveraging technology effectively to enhance their performance

Vision

Definition:

Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Core Behaviors as Practiced in TSA

- a) Clearly communicates local TSA mission and goals to employees and stakeholders, reinforcing that message whenever appropriate
- b) Energizes people by explaining how their roles and activities contribute to achievement of the TSA mission
- c) Shows commitment to TSA's mission and goals by implementing appropriate processes and policies and committing the necessary resources and support
- d) Translates TSA mission, strategies and goals into local initiatives and action plans
- e) Clearly explains the big-picture rationale behind new/changing policies or procedures

Online Learning Center Courses

- Managerial Leadership: Creating a Vision
(TSA-LEAD-VISION-0001)

Other Development Activities

- Draft a vision and mission statement with your work group.
- Ensure that new TSA policies and procedures are being implemented effectively within the organization.
- Identify aspects of your organization's long-term plans and strategy that are unclear, and work to clarify them.
- Identify short-term initiatives that would contribute to the longer term strategy and goals of your area, and take action on them.
- Make presentations on your work unit's mission, purpose, goals and objectives.

Vision (cont'd)

Other Development Activities (cont'd)

- Seek out and take advantage of opportunities to discuss your organization's long-term goals with senior management.
- Take a lead role in communicating TSA strategy to workgroups or stakeholders.
- Translate TSA policies, mandates and initiatives into clear implementation plans, directions and procedures that will work effectively in your local TSA operation.

Articles

Guiding Growth: How Vision Keeps Companies on Course

Mark Lipton, Harvard Business School Press, December, 2002. HBSP 7060

Moving beyond token "mission statements", Lipton outlines a step-by-step process for establishing an actionable vision, presenting it to the company, and embedding it into the organizational fabric.

Books

Deliberate Success: Realize Your Vision with Purpose, Passion and Performance

Eric Allenbaugh and Denis Waitley, Career Press, February, 2002. ISBN: 1564146170

This book presents success principles and implementation tools that you can immediately apply in bringing out the best of yourself, your team, and your organization. Achieving success is not an accident; it results from a deliberate process of identifying a compelling purpose, passionately pursuing your vision, preparing for high level outcomes, and performing at your best.

On Mission and Leadership: A Leader to Leader Guide

Frances Hesselbein and Rob Johnston (Editors), Jossey-Bass, Inc., February, 2002. ISBN: 0787960683

The book's contributors reveal how an effective organization is built around an enterprise's fundamental mission-its reason for being. They show how successful leaders mobilize around and communicate mission at all times, and they demonstrate how these leaders embody the values and character the organization needs to succeed.

Vision (cont'd)

Websites

Always Sound Like A Leader

Michael Bucci, AskMen.com, December 16, 2002.

Good leaders like Bill Gates, Steve Jobs and Michael Jordan are bound to inspire their troops to follow and often to emulate them. An essential part of leading is having the right vision and doing the right things. Equally important is the leader's ability to communicate that vision if his organization and its people are to be successful.

http://askmen.com/money/successful/35_success.html

Coaching Suggestions

- Ask staff members to draft a few key messages to explain how the broader vision and objectives of the organization apply to their work group. Recommend that they present, discuss, post and reiterate those points often.
- Challenge lower level managers to formulate a compelling vision for their part of the organization. Ask them to think about the long-term future of their departments or functions. Ask them to put together a list of ten things they will need to do to remain a value added resource in the next three years. Then ask them to write a paragraph that integrates all their suggestions into a single message.
- Each time staff members take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal. If they continually assess the value of their short term actions against the longer term vision, they will be less likely to allocate time and resources to initiatives that will not contribute to moving the organization in the right strategic direction.
- Ensure that staff members are getting clear information about long-term strategy. Ask when your direct reports are frustrated by a lack of clear direction in the organization and talk with them about ways they can get a clearer picture of the strategic direction and priorities. Share with them information regarding the strategic direction you have and help them devise a plan to stay informed on an ongoing basis. Follow-up to see that they are getting the information they need.
- Make employees aware of TSA's and the airport's long-term goals. Ask questions to help them articulate how the team's activities contribute to the achievement of the overall goals of the organization. Lead their thinking to help them recognize plans that are not consistent or not well aligned with the overall organization's direction. Discuss what to do with inconsistencies. Work with them to help them recognize opportunities to make their plans more relevant to the long-term strategy and vision of the organization.

Written Communication

Definition:

Expresses facts and ideas in writing in a succinct and organized manner.

Core Behaviors as Practiced in TSA

- a) Expresses facts and ideas in writing in a clear, convincing, unemotional and organized manner that is appropriate to the audience and occasion
- b) Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishment to employees and stakeholders (e.g., e-mails, newsletters, presentations)

Online Learning Center Courses

- Grammar Skills: Writing Effective Sentences
(TSA-COMM-EFCTVSENTENCES-0001)
- Business Writing: The Fundamentals
(TSA-COMM-BUSWRTNGFUND-0001)

Other Development Activities

- Review each report that you write and change passive verbs to active ones whenever possible to make your writing more expressive. A way to ensure that your sentence ends up in the active voice is to start the sentence with the subject.
- Take a lead role in communicating organizational strategy to regional or Headquarter organizations.
- When writing for diverse or non-technical groups, keep technical language to a minimum. If you use technical terminology and jargon, provide definitions. Have a non-technical person give you suggestions on what jargon to explain or eliminate.

Books

Effective Business Writing

Maryann Piotrowski, HarperCollins, 1996. ISBN: 62733818

This useful guide helps the reader write clearly and in an appropriate format, style and tone. Numerous examples show how to overcome writer's block, organize messages for maximum impact, achieve an easy-to-read style, find an efficient writing system and much more.

Written Communication (cont'd)

Books (cont'd)

Communicate With Confidence!

Dianna Booher, McGraw-Hill, July, 1994. ISBN: 007006606X

In this book you will find a compilation of 1,042 tips, all with explanations, directed toward better governance with words, both written and oral. Language of all kinds, from appropriate body language to the effective use of silence is included in the 23 sections of this book, ranging from small talk and gender communications to the best ways to criticize, apologize, and negotiate.

Coaching Suggestions

- Have staff members save and share examples of effective written communication (copies of presentations, handouts, etc.) drafted by people inside and outside their work group. Have them discuss the specifics of what works and doesn't work. Encourage them to identify benchmark examples of effective communications that they can use when they need to write formal documentation, presentations, handouts, etc.
- Review staff/team members' writing. Critique their clarity, logic and presentation. Review any issues with grammar and spelling, if necessary. Work with them on drafts as they develop more effective written communication.



TECHNICAL COMPETENCIES AND DEVELOPMENT ACTIVITIES

Operations Management

Definition:

Application of specialized knowledge of laws, procedures, practices, relevant to an operational environment.

Core Behaviors as Practiced in TSA

- a) Builds processes to efficiently accomplish TSA operational responsibilities
- b) Continuously improves local operational processes
- c) Demonstrates an understanding of the big picture of TSA operations

Other Development Activities

- Work as acting AFSD-Screening, Operations or Regulatory when incumbent is on leave.
- Shadow Scheduling Operations Officer to understand process of scheduling screeners.
- Spend time observing all key areas of TSA operations to identify key issues, processes or problems that need to be addressed.
- Visit large, busy airports to understand the operations management issues and challenges that they have and how they deal with them
- Spend time in the Operations Center for a large, busy airport to understand operations from an overall perspective.
- Organize operational process-improvement teams to analyze and improve local TSA processes.
- Involve stakeholders in new initiatives from the beginning. Avoid the introduction of a new work process, service, or product without having relied heavily on customer input throughout the design and development process. Involve stakeholders in implementing solutions they've developed.
- Rotate through your work unit and take on assignments of various employees so that you may understand their jobs and how they interact with their customers. For example, ask for a collateral duty assignment in workforce planning.

Coaching Suggestions

- Assign key staff the job of analyzing key TSA operational processes and identifying process improvements, either individually or through the formation of process improvement teams.
- Have staff contact their counterparts in other larger airports to learn about the key operational challenges they are facing and how they are handling them
- Assign staff to area-wide operational improvement task forces.
- Have staff shadow key positions that they have not served in (e.g., SOO, AFSD-Screening, Operations or Regulatory).

Respecting Privacy and Preserving Freedoms

Definition:

Ensures that systems, processes and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities.

Core Behaviors as Practiced in TSA

- a) Ensures that all TSA employees are trained on applicable laws, regulations and policies governing privacy
- b) Monitors TSA compliance with privacy laws, regulations and policies and implements corrective, remedial and preventive actions when necessary
- c) Establishes systems to communicate TSA privacy policies to the public and to respond to public privacy concerns or complaints
- d) Ensures that personal information, when needed, is collected lawfully and establishes systems and processes for determining the information's accuracy, security and for ensuring that it is used only for the purpose(s) for which it was collected
- e) Ensures that all TSA employees treat the traveling public with dignity and respect in the security screening process
- f) Ensures that screening is conducted in private whenever the person being screened requests it or in circumstances that require it
- g) Models respectful treatment of the traveling public in own behavior

Online Learning Center Courses

- Respecting Privacy, Preserving Freedoms: TSA Privacy Program Training for Leaders, Supervisors, Managers and Staff
(TSA-PRIVACY-RESPECTPRIV-0001)
- Privacy Act Training
(TSA-PRIVACT-WBT-001)

Other Development Activities

- Organize planning sessions with your staff to elicit ideas for how to better demonstrate sensitivity to travelers' privacy concerns without sacrificing security.
- Shadow individuals with a reputation for respectful treatment of travelers and observe the ways in which they work with their travelers.
- Talk with others to better understand how they have dealt with travelers who have expressed concerns or complaints about privacy (i.e., share success stories).

Respecting Privacy and Preserving Freedoms (cont'd)

Coaching Suggestions

- Ask staff members to generate ideas for improving the ways that TSA screening personnel respect the privacy of individual travelers while conducting their screening activities.
- Have staff members debrief situations in which travelers expressed concerns about, or experienced problems with, TSA's respect for their privacy or civil liberties. Focus the discussion on strategies to minimize travelers' concerns. Provide a positive message to the team outlining the key learnings and improvements.
- Have staff members interview travelers to identify their privacy-related concerns and issues and to elicit their suggestions for more effectively addressing those concerns and issues.

Safety Policies and Procedures

Definition:

Knowledge of occupational safety and health protocols and requirements (e.g., lifting techniques, blood-borne pathogens, safety hazard identification).

Core Behaviors as Practiced in TSA

- a) Identifies safety issues and risks and takes steps to address them
- b) Leverages experts within the TSA employee population to train the workforce on safety issues
- c) Understands essential safety policies and procedures and ensures that employees are well trained to comply with them

Other Development Activities

- Prepare and deliver a presentation on a critical safety policy or procedure during a daily briefing.
- Observe security checkpoints, both passenger and baggage, to see how safety policies are implemented on a practical level.
- Set up data-gathering processes for collecting information on safety issues and risks throughout baggage and passenger screening operations.

Websites

OSHA Technical Links to Safety and Health Topics

This page includes a comprehensive index of safety and health topics from the key government agency responsible for safety policy.

<http://www.osha.gov/SLTC/index.html>

Coaching Suggestions

- Ask your team members to keep you up to date when they become aware of safety concerns and solutions. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new safety procedures or approaches.
- Organize safety forums in which each team member takes a turn at educating his/her peers about a new approach, tool, process or technique.
- Assign responsibility for analyzing and addressing key safety issues or problems within local operation.
- Assign staff member to be a trainer on an area of safety policies so that they can learn more about the safety policy and train others.

Security Components and Programs in DHS & Other Organizations

Definition:

Knowledge of security programs and activities in other components of DHS and other government agencies that impact, are impacted by, or otherwise relate to TSA security operations and programs.

Core Behaviors as Practiced in TSA

- a) Demonstrates an understanding of how security programs and components in other organizations relate to own airport
- b) Demonstrates understanding of the boundaries and interdependencies between TSA and other components
- c) Keeps up to date on changes and developments in security programs in DHS and other organizations

Other Development Activities

- Spend time visiting other DHS organizations and other government agencies to learn about their security programs.
- Attend security focused conferences and meetings with participants from other public and private sector organizations.
- Read communications from DHS and other agencies that describe what they are doing in security operations.
- Seek membership in DHS-wide task forces that focus on security operations.

Websites

U.S. Department of Homeland Security

This site provides current and valuable DHS news, issues and alerts. Information on new research and technology is included. Learn about the regulations and procedures affecting other agencies (e.g., marine regulations, cargo security and border management).

<http://www.dhs.gov/dhspublic/>

Coaching Suggestions

- Assign staff the responsibility of researching security programs in other parts of DHS, other government agencies and in relevant private sector organizations.
- Encourage staff to participate in security focused conferences and meetings.
- Encourage or set up site visits to other DHS organizations or other agencies to observe and discuss their security programs and how they relate to and/or could be applied to TSA security operations.

Security Directives and Regulations

Definition:

Knowledge of TSA's air transportation security policies, directives, and regulations, including on-going regulations and new or emerging directives, as well as understanding of how to implement the policies, directives and regulations in local TSA airport operations.

Core Behaviors as Practiced in TSA

- a) Demonstrates overall understanding/awareness of TSA security policies, directives and regulations (e.g., HazMat regulations, airport vs. air carrier directives, confidentiality and security SOPs, identification of prohibited items, current threats to airport security)
- b) Knows where to go to find information on security directives and regulations and leverages inspectors who know them in detail
- c) Recognizes discrepancies in implementation of security directives and regulations by airport and/or air carriers and knows when enforcement investigations should be initiated
- d) Provides feedback and recommendations regarding implementation of security directives and regulations based on feedback from inspectors, airport, air operators and indirect air carriers

Other Development Activities

- Stay abreast of new and emerging trends in security policies, directives and regulations by reading a publication such as Homeland Security Research Newsletter.
- Stay abreast of the following: Title 49 Code of Federal Regulations, Sections 1520, 1540, 1542, 1544, 1546, 1548, current Security Directives (SDs) and Emergency Amendments (EAs), applicable Airport Security Programs (ASPs), the Aircraft Operator Standard Security Program (AOSSP), the Private Charter Standard Security Program (PCSSP), the Twelve-five Standard Security Program (TFSSP), the Indirect Air Carrier Standard Security Program (IACSSP), current Information Circulars (ICs), guidance documents (e.g. the 1540 and 1542 Policy and Guidance Handbook), applicable Aviation Operations Directives (AVOs), etc.
- Meet with Inspectors to keep up to date on how they are implementing security directives and regulations with air carriers and what types of issues they are discovering and addressing in their inspections
- Charge inspectors with providing summary reports of inspection and investigation activity and results so that you can monitor patterns and changes over time
- Elicit feedback from inspectors on potential issues or problems with TSA security regulations and directives and how they are being implemented, based on their experiences and interactions with airport, air operator and indirect air carrier personnel

Security Directives and Regulations

Books

Terrorism and Airport Security

Kathleen Sweet, Edwin Mellen Press, 2002. ISBN: 0773471324

This comprehensive book offers a complete but concise reference guide to the latest security issues and constantly changing law related to airport security. It is a highly informative reference tool for quickly accessing the Federal Aviation Regulations, corresponding clarifications and historical perspectives. It presents and analyses the current status of aviation law pertaining to terrorism, air rage, search and seizure and impending changes.

Coaching Suggestions

- Ask your inspectors to keep you up to date when they become aware of new issues and developments from their airport and air carrier inspections that have potential for improving your airport security operations. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new technologies, procedures or approaches.
- Organize reviews with your inspector team to examine implementation of TSA security directives and regulations. Use these sessions to compare notes and find potential flaws before they have serious impact on aviation security.
- Rotate your inspector staff. Assign your team members to a project or assignment in which they do not have technical expertise to provide them with opportunities to learn from others' expertise and ideas.

Security Equipment Knowledge

Definition:

Knowledge in operation of security equipment (e.g., passenger X-ray technology, baggage X-ray technology, Explosive Trace Detection, passenger screening wands, magnetometer / walk through metal detector, two-way radios).

Core Behaviors as Practiced in TSA

- a) Ensures that equipment maintenance documentation is up to date
- b) Knows the equipment contractors, how to obtain supplies, and how to resolve problems
- c) Knows the different types of security equipment and their basic processes and components
- d) Provides accurate explanations of the basics of security equipment to others
- e) Stays informed of screening equipment breakdowns to be able to explain why a screening line is down, what the problem is, and how it will be fixed

Other Development Activities

- Participate in training on key TSA security equipment in order to understand how equipment works and how screeners use it for effective passenger or baggage screening.
- Have AFSD-Screening and/or Screening Manager brief you on key issues and practices related to effective and efficient use of security equipment.
- Meet with security equipment contractors to have them brief you on key issues for using and maintaining equipment effectively, including new developments or practices whenever they emerge.

Coaching Suggestions

- Assign staff responsibility for reviewing and evaluating TSA's utilization of security equipment.
- Assign staff responsibility for organizing sessions in which screening employees can share best practices for using the equipment efficiently and effectively. They can discuss needs and opportunities for improvement.
- Assign staff responsibility of being security equipment liaison with security equipment contractors.

Security Screening Policies and Procedures

Definition:

Knowledge of permitted and prohibited items, knowledge of current Standard Operating Procedures (SOP) including security breach, knowledge of current performance protocols (e.g., hand wand techniques and special search methods), knowledge of information on travel documents. Knowledge of procedures for reporting equipment failure.

Core Behaviors as Practiced in TSA

- a) Demonstrates general understanding/awareness of policies and regulations
- b) Identifies policy gaps and submits recommendations for Headquarters' consideration
- c) Knows where to go to find Standard Operating Procedures information and leverages other people who know it
- d) Recognizes discrepancies in screening procedures and knows when to alert a supervisor to address procedural issues or discrepancies

Other Development Activities

- Observe security checkpoints, both passenger and baggage to see how TSA policies are implemented on a practical level.
- Read the Standard Operating Procedures (SOPs). Make sure that you keep up-to-date on any changes or updates to the SOPs.
- Stay abreast of new and emerging trends in security policies and procedures by reading a publication such as Homeland Security Research Newsletter.
- Stay abreast of the following: Title 49 Code of Federal Regulations, Sections 1520, 1540, 1542, 1544, 1546, 1548, current Security Directives (SDs) and Emergency Amendments (EAs), applicable Airport Security Programs (ASPs), the Aircraft Operator Standard Security Program (AOSSP), the Private Charter Standard Security Program (PCSSP), the Twelve-five Standard Security Program (TFSSP), the Indirect Air Carrier Standard Security Program (IACSSP), current Information Circulars (ICs), guidance documents (e.g. the 1540 and 1542 Policy and Guidance Handbook), applicable Aviation Operations Directives (AVOs), etc.
- Talk about the news with your colleagues. Discuss headlines and their implications for TSA. What news items should you be aware of because of the potential relevance to aviation security?

Security Screening Policies and Procedures (cont'd)

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Coaching Suggestions

- Ask your team members to keep you up to date when they become aware of new developments that have potential for improving your operations. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new screening technologies, procedures or approaches.
- Organize reviews with your team to rigorously test your enforcement of the Standard Operating Procedures. Use these sessions to compare notes and find potential flaws before they have serious impact on aviation security.
- Organize technical knowledge and skills forums in which each team member takes a turn at educating his/her peers about a new approach, tool, process or technique.
- Rotate your staff. Assign your team members to a project or assignment in which they do not have technical expertise to provide them with opportunities to learn from others' expertise and ideas.
- Together with your team members, discuss and identify 10 emerging developments most likely to impact TSA. Develop a plan for gathering information on these advances and determining and addressing their implications for your group.